

DELIVER!

How to Be Fast, Flawless and Frugal

JIM CHAMPY

JIM CHAMPY introduced the reengineering revolution to the business lexicon. He is the coauthor (with Michael Hammer) of *Reengineering the Corporation* and the author or coauthor of *Reengineering Management*, *X-Engineering the Corporation* and *Reengineering Health Care*. He is also an experienced manager and business advisor. Mr. Champy is Chairman Emeritus of Dell Services Consulting Practice and serves on several private and public sector boards.

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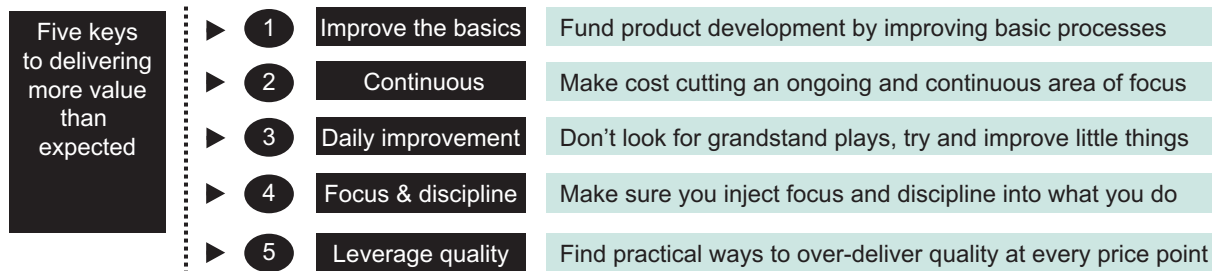
MAIN IDEA

In the challenging economic climate which exists today, funding for major new initiatives is hard to find. To move ahead, companies need to adopt new business models which will allow them to outsmart competitors, engage customers more fully and operate in fundamentally different ways. The key to doing this is often hiding in plain view. Smart leaders are generating more sales by rethinking and then retooling the basic day-to-day activities of their organizations in savvy ways.

To deliver better results on an ongoing basis, keep on fine-tuning your business model to deliver more of what your customers want. Nothing else matters.

“To prepare, I looked at hundreds of companies and interviewed dozens of business leaders. I was and remain convinced that great new business and management insights were coming not from academic ivory towers, but from companies themselves. Fresh ideas were fermenting in the heat and sweat of daily, on-the-ground competition. Interestingly, I found no single formula guaranteeing universal success. What I did find were dozens of ingenious solutions to everyday, every-company problems, solutions enabling organizations to keep delivering more. Much of this is about the grittiness of everyday execution.”

– Jim Champy



Key #1 – Improve the basics Page 2

The best way to fund product development and innovation is to make ongoing improvements in your day-to-day business processes. Take the money you save by improving manufacturing, quality control, logistics and packaging and pour that into making your products better. By watching your pennies, the dollars take care of themselves.

Key #2 – Continuous, ongoing cost cutting Page 3

Continuous improvement is an old-fashioned technique which has pretty much run its course – right? Well, not really. Continuous improvement techniques and strategies are now being applied successfully even to areas like defense contracting where waste has been prolific. Don't forget to keep setting targets to make ongoing, steady improvements.

Key #3 – Make daily improvements Page 4

Too many companies are obsessed with looking for Hail Mary passes or grandstand plays. Forget about chasing ghosts. Calmly accept your present realities and look for practical ways you can do better every day. Make a determined, sustained effort to get everyone focused on improving what you do.

Key #4 – Inject focus and discipline into everything Pages 5 - 6

If ever you find yourself in need of a turnaround strategy, go back to basics. Work hard to inject the two characteristics which will be vital to your future success: focus and discipline. There is no other feasible way you can ignite a turnaround without these.

Key #5 – Leverage your quality by over-delivering at every price point Pages 6 - 7

The Holy Grail of business success in the twenty-first-century is to achieve major efficiencies without sacrificing quality. Find workable ways to deliver outstanding products at every price point you occupy and you'll do well. Keep quality the same or better while you're cutting costs is a significant competitive advantage. If you can do that, exploit it to the max.

Conclusion Pages 7 - 8

The great thing about business is there is no single formula which absolutely guarantees success. Instead, you have to figure out for yourself what works and what does not in your specific industry and with your combination of assets. The best you can do is to take general principles which have worked for others and adapt them to the culture of your own enterprise.

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